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STATE DOCUMENTS

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ANNUAL REPORT  
OF THE  
MONTANA CHILDREN'S CENTER

TO THE  
GOVERNOR OF MONTANA  
HONORABLE FORREST H. ANDERSON

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1972

GOVERNOR  
FORREST H. ANDERSON



DEPARTMENT OF INSTITUTIONS  
EDWIN G. KELLNER, DIRECTOR

## BOARD MEMBERS

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JOHN M. CROSS, GLENDAVE  
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JOHN STRIZICH, M. D., HELENA

MONTANA CHILDREN'S CENTER  
TWIN BRIDGES, MONTANA

JOSEPH M. BALKOVATZ  
SUPERINTENDENT

October 20, 1972

The Honorable Forrest H. Anderson  
Governor of the State of Montana  
State Capitol Building  
Helena, Montana

Dear Governor Anderson:

In accordance with the requirement of Section 84-4002, R.C.M. 1947,  
there is, herewith transmitted to you the report of the Montana Children's  
Center covering the fiscal year ended June 30, 1972.

Major accomplishments during the year include:

Establishment of \$75,000.00 Grant for Exemplary Cooperative  
Education Program.

Continuation of our very successful ungraded Seven Levels of  
Learning, Remedial Education Program.

Teacher exchange program in agreement with the Twin Bridges  
High School and the Montana Children's Center.

Reversion of \$36,165.95, to the General Fund.

Drastic reduction in grocery inventory.

Re-establishment of the policy of placing a social worker  
major from the Montana State University at Bozeman, into our  
program as a student trainee.

Respectfully submitted,

*Joseph M. Balkovatz*  
JOSEPH M. BALKOVATZ  
Superintendent

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## PRINCIPAL OFFICES AND OFFICERS

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Edwin G. Kellner, Director

Dept. of Institutions  
1236 E. 6th, Helena

### BOARD OF INSTITUTIONS

#### OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 2-28-69 - 7-1-72	30 So. First East, Malta
John W. Strizich, M.D., Member 2-28-69 - 7-1-73	438 No. Main, Helena
Richard V. Bottomly, Member 7-2-69 - 7-1-74	320 First Ave. No., Great Falls
John M. Cross, Member 7-1-70 - 7-1-75	P.O. Box 1388, 118 S. Kendrick Glendive
Floyd C. Hamilton 7-1-71 - 7-1-76	R. F. D., East of Livingston

### PRINCIPAL ADMINISTRATIVE OFFICERS

Joseph M. Balkovatz, Superintendent  
Therese L. Giles, Business Service Officer  
James E. McCarthy, Director of Cottage Life  
William C. Moran, Director of Education & Training  
Richard R. Rice, M.S.W., Social Services Department

### PRINCIPAL OFFICE

Twin Bridges, Montana

## LEGAL REFERENCES

### GENERALLY

The statutes relating to the operations of the Montana Children's Center are, for the most part, contained in Sections 80-2101 thru 2107 of the R. C. M., 1947.

General operating policies as established by the Board of Institutions are contained in **Central** Office Directives as issued by the Board.

## PRINCIPAL GOALS

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Make every effort to fulfill the needs of dependent and neglected children who require separation from their families or foster families or for whom foster care cannot be obtained with the ultimate goal of preparing well adjusted children for outside placement.

## MAJOR ACCOMPLISHMENTS

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### 1. Education

The funding of a \$75,000.00 Grant for an Exemplary Cooperative Vocational Education Program which includes all of our high school students plus all of the elementary school students of the Montana Children's Center. This is a wide range curriculum geared towards a more meaningful and interesting program which allows our youngsters to excel and achieve in areas which could well induce them to continue on into community based Vo-Tech Centers throughout the State.

### 2. Education

Achievement realized for the school year should indicate 48 students graduated from the 8th grade at the Montana Children's Center school and over half of these students received remedial help. Of this 50%, most would not have graduated without this program. Discipline problems were minimal and students tested well. Some of these 8th grade students were actually doing 5th & 6th grade work upon admission and through the ungraded and remedial forms of instruction, many were able to reach near the 8th grade level.

### 3. Education

Through agreement with the Twin Bridges High School staff, an exchange program of trading teachers was implemented which proved beneficial to both school programs. While following information is not reflected in our budget, it does include State monies through the budget of the Department of Public Instruction which consists of \$500.00, per year, per student, tuition payment, plus at least an equal amount per student through the AIB Program, plus the Interest & Income monies. A total of 88 Montana Children's Center students attended the Twin Bridges High School last year.

### 4. Administration

Reversion of \$36,155.95 in Personal Services was the result of not replacing two elementary teachers who retired after the Legislative appropriation was made. Also, a psychologist was not hired at the \$10,000.00 allocated salary. Cottages were closed during the summer months and Christmas vacation.

### 5. Counseling & Guidance

Cooperation with Montana State University in Bozeman in an effort to re-establish Montana Children's Center as a placement for student social workers. The ground-work was completed for the placement of a student social worker prior to the end of this school term, thus additional services were added and more counseling help for the students.

### 6. Counseling & Guidance

Increase of the number of summer N.Y.C. placements, from ten to fifteen. This makes available more constructive, money-making opportunities for resident students during the summer, who are unable to leave the Institution for placement.

## MAJOR ACCOMPLISHMENTS

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### 7. Administration

Our inventory control area has shown a decided improvement, especially in the grocery inventory area. Records have been closely maintained and we are no longer over-buying and stock-piling these items. Surplus clothing items and furniture have been listed with the Department of Institutions and some have been moved to other institutions.

### 8. Counseling & Guidance

Hired a fourth caseworker. This was made possible through the Emergency Employment Act. The fourth caseworker reduced the caseloads for the Social Service Office and added significant depth to the Counseling Program.

### 9. Counseling & Guidance

We have developed individual living by utilizing the rooms above Meadowlark Cottage for a number of our older girls. This has lowered the population in the three other cottages and placed more responsibility on the girls in individual living. The Program has given GLC I's in the cottages, the chance to know their children thus cutting down on discipline problems.



## PROGRAM DESCRIPTIONS

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### PROGRAM - ADMINISTRATION

#### GOAL

To continue to maintain adequate financial records to facilitate budget preparation and application. Full cooperation is to be given to the Statewide Budgeting and Accounting System.

#### OBJECTIVES

Maintain internal records relative to employees vacations, sick leave, and accumulated holidays, and more detailed information with regard to encumbrances and budgeted income.

Cooperate fully with the Accounting Bureau in Helena, with regard to the Statewide Budgeting and Accounting System, and obtain detailed reports from the Accounting bureau which will assist all concerned in preparation of budgets.

#### ACHIEVEMENTS

Work-shops and training sessions were attended by the Business Service Officer and Accounting Clerk III to better understand the problems involved in complying with the Statewide Budgeting and Accounting System.

July 1, 1972, full implementation of the Statewide Budgeting and Accounting System has been started with regard to encumbrances and income.

Our inventory control area has shown a decided improvement, especially in the grocery inventory area. Records have been closely maintained and we are no longer over-buying and stock-piling these items. Surplus clothing items and furniture have been listed with the Department of Institutions and some have been moved to other Institutions.

#### PERFORMANCE INDICATORS

	.....FISCAL YEAR.....		
	1970-71	1971-72	Trend
Cost of Program	\$ 42,419.00	45,485.00	Rising
Claims Processed	1,230	998	Decreasing
Purchase Orders	202	149	Decreasing
** Children's Personal Checks	2,753	4,291	Increasing
* Total Reversion (All Programs)	\$ 31,888.00	36,295.68	.0482%

# PROGRAM DESCRIPTION

## PROGRAM - ADMINISTRATION

<u>PERFORMANCE INDICATORS</u>	<u>.....FISCAL YEAR.....</u>		Trend
	1970-71	1971-72	
Employee-Student ratio:			
Administration Program (4 F.T.E.)	1:29	1:28	Stable
Counselling & Guidance Program			
Group Life Counselors I (29 F.T.E.)	1:4	1:4	"
Group Life Counselors III (5 F.T.E.)	1:23	1:23	"
Social Service (4 F.T.E.)	1:39	1:28	"
Hospital (4 F.T.E.)	1:29	1:28	"
Food Service (8 F.T.E.)	1:15	1:15	"
Secretaries (2 F.T.E.)	1:58	1:56	"
Activity Aides (2 F.T.E.)	1:58	1:56	"
Cottage Life Director (1 F.T.E.)	1:116	1:112	"
Housekeeping Service (2 F.T.E.)	1:58	1:56	"
General Services Program (9 F.T.E.)	1:13	1:12	"
Education Program (9 F.T.E.)	1:12	1:10.5	"
Total Employees (79 F.T.E.)	1:1.43	1:1.42	"

\* Reversion of \$36,165.95 in personal services was the result of not replacing two elementary teachers who retired after the legislative appropriation was made. Also, a psychologist was not hired at the \$10,000.00, allocated salary. Cottages were closed during the summer months and Christmas vacations.

\*\*The merit system has encouraged more children to work for the privilege of having an allowance each week. With a top enrollment of 155 daily average during May, our student allowances were exceptionally heavy. Also, more children are receiving Social Security benefits and are anxious to buy their own clothing, rather than wear the more conservative type furnished by the institution.

## PROGRAM DESCRIPTION

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### PROGRAM - COUNSELING & GUIDANCE

#### GOALS

To provide an atmosphere of promoting good mental health in the cottage areas that is better than in the children's homes that they came from.

To treat and rehabilitate each individual child and return the child to the community as rapidly as possible at the least possible expense to the Montana Taxpayer. To do this through the provision of maximum care, control, and supervision for the students. To provide quality medical care of a preventive and/or remedial nature through physical examinations, eye and hearing checkups, immunizations, and the entire range of medical care. Concentrate on the treatment program for each child with the counseling program coordinated with the cottage life staff and education staff.

#### OBJECTIVES

1. To decrease the number of children per cottage, so that there is a tendency toward rehabilitation rather than custodial.
2. Achieve and maintain optimum physical well-being for each student thus eliminating physical types of problems as a source of concern to our students and their families.
3. Let houseparents (GLC I's) have time to get to know their children and to give their children individual attention.
4. Utilize recreational facilities so that children can grow physically as well as mentally.
5. To develop good mental attitudes toward the opposite sex. Through constructive activities together.
6. The successful placement of the child back in the community. Achieved by the use of the child's own home, foster homes, group homes, or any other appropriate resource at the community or state level.

#### ACHIEVEMENTS

We have developed individual living by utilizing the rooms above Meadow Park cottage for a number of our older girls. This has lowered the population in the other three cottages, and has placed more responsibility on the girls in individual living. This program has given the GLC I's more time to know their children thus cutting down on discipline problems.

- 1) Hired a fourth caseworker. This was made possible through the Emergency Employment Act. The fourth caseworker reduced the caseloads for the Social Services Office and added significant depth to the counseling program.

## PROGRAM DESCRIPTION

### PROGRAM - COUNSELING & GUIDANCE

#### ACHIEVEMENTS (Continued)

- 2) Establishment of a Social Services Trainee position and the hiring of such a person to add additional depth to the entire counseling range of services for the students.
- 3) Cooperation with Montana State University in Bozeman in an effort to re-establish Montana Children's Center as a placement for student social workers. The groundwork was completed for the placement of a student social worker prior to the end of this school term, thus adding additional services and counseling help to the students.
- 4) Increase the number of summer N.Y.C. placements from ten to fifteen. This makes available more constructive, money-making opportunities for resident students during the summer who are unable to leave the Institution for placement.

The Activity Aides plan is to provide various activities so as to utilize some of the children's spare time and to develop good mental attitudes toward their peer group and the opposite sex.

#### PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>.....FISCAL YEAR.....</u>		<u>Trend</u>
	<u>1970-71</u>	<u>1971-72</u>	
Population - yearly average	117	112	Decreasing
Maximum- 158 Realized Census			
Minimum- 74 Realized Census			
Average Caseload per Social Worker	42.5	30.3	Decreasing
* Number of New Admissions	109	109	Stable
Number of Placements	147	157	Increasing
Number of Discharges	66	61	Decreasing
Median Length of Stay	9.88 mos.	8.6 mos.	Decreasing
Recidivism	20.2%	19.6%	Decreasing
Deaths	none	none	Stable
Out-patient treatment	11,980	19,491	Increasing
In-patient treatment	2,200	1,118	Decreasing
Complete Physical Examinations	112	115	Increasing
Immunizations	151	759	Increasing

During fiscal year 1972 of the four State operated Juvenile Institutions, 20.2% of all juveniles committed by Courts, were committed to the Montana Children's Center.

## PROGRAM DESCRIPTION

### PROGRAM - GENERAL SERVICES & PHYSICAL PLANT

#### GOAL

Effectively maintain the physical plant and provide general service to the Center. Provide the best facilities possible to meet the needs of the children living together in groups.

#### OBJECTIVES

Keep the physical plant in good repair and condition by performing normal day to day and other maintenance in areas such as painting, window replacement, up-keep of plumbing maintenance of the electrical distribution and street lighting systems, keeping the water supply system, sewage lagoon and swimming pool up to prescribed standards. Planning, preparation, and the serving of food in accordance with the nutritional, social and emotional needs of the children under care. Recognize that food has not only nutritional, but also social, educational and therapeutic values.

To meet all standards as prescribed by the State Board of Health, the State Fire Marshall and the Industrial Accident Board.

#### ACHIEVEMENTS

Achievements in this program have been compared to last years goals and objectives & no deviations were made from the stated goals and objectives.

#### PERFORMANCE INDICATORS

<u>FACTORS</u>	<u>....FISCAL YEARS....</u>		<u>TREND</u>
	<u>1970-71</u>	<u>1971-72</u>	
Cost of Program (1)	\$117,519.00	\$297,491.00	+\$79,972.00
Number of Fires	1	0	-1
Number of Serious Accidents	0	0	0
Gallons of Paint used	290	158	-132
Cost of Repair & Maintenance	\$5,824.00	\$4,529.62	-\$1,294.38
Electrical Consumption (2)	594,055 KW	645,600 KW	+51,545 KW
Natural Gas Consumption (3)	370,344 cu.Ft.	393,243 cu.Ft.	+22,899 cu.Ft.
Food cost per meal	20¢	19¢	-01¢
Number of Meals served (4)	157,368	162,608	+5,240

1. Program Title and structure changed with all Supplies & Materials, Contracted Services and related items moved to General Service Program in compliance with the Statewide Budgeting & Accounting System.
- 2,3. The 1971 year was an open winter as against a long and closed winter in 1972.
4. One free meal per shift for each employee, plus a more accurate meal count of actual meals served accounts for the increase in meals served.

## PROGRAM DESCRIPTION

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### PROGRAM - EDUCATION

#### GOAL

To provide a program that is conducive to educational growth; to meet the needs of every student, educationally, physically and socially; to mold capable citizens and equip them with knowledge and understanding that will aid them in returning to society and adjusting to normal life.

#### OBJECTIVES

Continuation of utilization of successful ungraded system in our Montana Children's Center Grade School.

Continue to provide Remedial Math, Reading and Guidance Counseling Programs to our students shown to be deficient in these academic areas and having social and behavioral problems.

Continue to provide a good liason relationship with the Twin Bridges High School faculty and the Montana Children's Center staff.

To prepare our students to be acceptable both socially and educationally in their community school systems.

#### ACHIEVEMENTS

In this program we intended to achieve placing the youngsters in a non-graded classroom situation provided for the students progression through the subject matter in school, primarily, if indicated, inclusion within the areas of Remedial Reading, Math and the Counseling & Guidance programs to assist in the alleviation of social pressures and behavioral problems.

Achievement realized for the school year should indicate 48 students graduated from the 8th grade at the Montana Children's Center school and over half of these students received remedial help. Of this 50%, most would not have graduated without this program. Discipline problems were minimal and students tested well. Some of these 8th grade students were actually working at 5th and 6th grade levels upon admission to the Center. Through the ungraded and remedial form of instruction, many were able to reach near the 8th grade level.

Through agreement with the Twin Bridges High School staff an exchange program of trading teachers was implemented which proved beneficial to both school programs. While the following information is not reflected in our budget, it does include State monies through the budget of the Department of Public Instruction, which consists of \$500.00, per year, per student, tuition payment, plus at least an equal amount per student through the ANB program plus the Interest and Income monies. A total of 88 Montana Children's Center students attended the Twin Bridges High School last school year.

# PROGRAM DESCRIPTION

## PROGRAM - EDUCATION (Continued)

The funding of a \$75,000.00, Grant for an Exemplary Cooperative Vocational Education Program which included all of our High School students plus all of our Elementary students here at the Montana Children's Center: this is a wide range curriculum geared towards a more meaningful and interesting program which allows our youngsters to excel and achieve in areas which could well induce them to continue into community based Vo-Tech Centers throughout the State.

## PERFORMANCE INDICATORS

<u>FACTORS</u>	<u>.....FISCAL YEARS.....</u>		<u>TREND</u>
	<u>1970-71</u>	<u>1971-72</u>	
Cost of Program	\$111,608.00	\$91,626.00	-\$19,982.00
*Reason for reduction: See Program Cost Summary			
10th Grade Graduates	28	48	+20
Average Daily Attendance	55.5	55.2	-.3

# PROGRAM COST SUMMARY

<u>PROGRAMS</u>	<u>F.Y. 1971-72</u>	<u>F.Y. 1970-71</u>	<u>Increase (Decrease)</u>
ADMINISTRATION	\$ 45,485	\$ 42,418	3,067
COUNSELING & GUIDANCE	318,626	449,099	(130,473)1
GENERAL SERVICES & PHYSICAL PLANT	297,491	117,519	179,972 1
EDUCATION	<u>91,626</u>	<u>111,608</u>	<u>( 19,982)2</u>
TOTAL ALL PROGRAMS	\$ <u>753,228</u>	\$ <u>720,644</u>	<u>32,584</u>
PERSONAL SERVICES	\$ 595,163	\$ 546,186	48,977
OPERATING EXPENSES	154,389	167,976	( 13,587)3
EQUIPMENT	3,676	2,943	733
GRANTS AID TRANSFERS	<u>          </u>	<u>3,539</u>	<u>( 3,539)</u>
	\$ <u>753,228</u>	\$ <u>720,644</u>	<u>32,584</u>
<u>FUNDING:</u>			
GENERAL FUND	\$ 720,513	681,681	38,832
FEDERAL & PRIVATE REVENUE	<u>32,715</u>	<u>38,963</u>	<u>( 6,248)</u>
TOTAL FUNDING	\$ <u>753,228</u>	<u>720,644</u>	<u>32,584</u>

1. Program Title and structure changed with all Supplies and Materials, Contracted Services, and related items moved to General Services Program.
2. The actual 1971-72 appropriation for the Education Program was \$123,817. Enrollment of elementary students did not warrant the replacement of two elementary teachers who resigned after the biennium budget was approved. We were unable to hire a Psychologist at the allotted \$10,000, and this resulted in a Reversion in the Educational Personal Services Program of \$34,143.94.
3. Operating expenses were budgeted on a "100 enrollment on any given day", and we carried a final total of 162. Operating expenses did not decrease, but actually remained approximately the same. A budget request for \$13,000, to be transferred from Personal Services to Operating was denied by the Budget Bureau, and operating expenses of approximately \$5,000, were carried forward into 1972-73 fiscal year, as well as having Purchase Orders unencumbered and transferred into the 1972-73 appropriation.





